

You are requested to attend a meeting of the Tenant Services Management Board to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 15 November 2010 at 18:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 11 October 2010 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
- 5 Energy Efficiency - verbal update by the Strategic Director
Reporting Officer: Kevin Toller
- 6 Regeneration - Halcon North - verbal report by the Strategic Director and Growth and Development Manager
Reporting Officers: Tim Burton
Shirlene Adam
- 7 Internal Transformation of Deane DLO Services - Interim Improvement Plan - Consultation Draft - report of the Strategic Director and DLO Transformation Project Manager (attached)
Reporting Officers: Brendan Cleere
Chris Hall
- 8 A Brief Introduction to Housing Revenue Account Budget Setting (attached)

Tonya Meers
Legal and Democratic Services Manager

05 November 2010

Members of the public are welcome to attend the meeting and listen to the discussions.

There is time set aside at the beginning of most meetings to allow the public to ask questions.

Speaking under “Public Question Time” is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

If a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: www.tauntondeane.gov.uk



Lift access to the John Meikle Room and the other Committee Rooms on the first floor of The Deane House, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available off the landing directly outside the Committee Rooms.



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.

For further information about the meeting, please contact Democratic Services on 01823 356382 or email d.durham@tauntondeane.gov.uk

If you would like an agenda, a report or the minutes of a meeting translated into another language or into Braille, large print, audio tape or CD, please telephone us on 01823 356356 or email: enquiries@tauntondeane.gov.uk

Tenant Services Management Board Members:-

Councillor R Bowrah, BEM

Councillor S Brooks

Minutes of the meeting of the Tenant Services Management Board held on Monday 11 October 2010 at 6pm in The John Meikle Room, The Deane House, Belvedere Road.

Present: Mr Etherington (Chairman)
Mr Edwards (Vice- Chairman)
Councillor Bowrah, Councillor Brooks, Mrs Drage, Mr Galpin,
Mrs Hegarty, Mr Hellier and Mr Watkin

Officers: James Barrah (Community Services Manager), Stephen Boland (Housing Services Lead), Brendan Cleere (Strategic Director), Donna Durham (Democratic Support Manager), Chris Hall (Highways and Cleansing Manager), Martin Price (Acting Tenant Empowerment Manager), Christine Thompson (Supported Housing Manager) and Tracey Vernon (Tenant Services Development Officer)

Others: Councillors Morrell and Stuart-Thorn

(The meeting commenced at 6pm)

49. Apology

Mrs Marshall

50. Minutes

The minutes of the meeting of the Tenant Services Management Board held on 6 September 2010 were taken as read and were signed

51. Public Question Time

Councillor Morrell was concerned that he had asked questions at a previous meeting, which had not been replied to. In addition, he asked if there was an inventory for all Council owned property.

Stephen Boland responded that he would reply to Councillor Morrell's questions directly.

52. Declaration of Interests

The following members declared a personal interest as a Council house tenant:

- Mrs Drage;
- Mr Edwards;
- Mr Etherington;
- Mr Galpin;
- Mrs Hegarty;

- Mr Hellier;
- Mrs Marshall;
- Mr Watkin.

Councillor Brooks declared personal interests as a Council house tenant and a Member of Somerset County Council. Councillor Morrell declared a personal interest as an owner of an ex-Local Authority property.

53. Direct Labour Organisation (DLO) Update on Internal Transformation

Reference Minute No. 45/2010, Chris Hall, DLO Transformation Manager updated the Board on the current position of the internal transformation.

The Outsourcing option had been put on hold until the summer of 2011, when the results of the Comprehensive Spending Review were known.

Priorities for the Internal Transformation option were reported as follows:

- Provide a lean, efficient and resilient service – the DLO were responsive and it was important that this continued, as the current service level needed to be retained;
- Thriving business focussed on success – commerciality was not just about being financially successful, but also about how the DLO operated. Sales and marketing plans would need to be produced;
- Excellence in performance management – performance indicators would be used and a profit target put in place;
- Excellence in customer service and priority – there was a need to maintain and improve customer satisfaction; and
- Committed and empowered workforce – staff attended regular staff meetings and staff were encouraged to make suggestions. It was recognised that the workforce had the ability to drive the programme forward.

Members of the board asked about how the staff felt about the internal transformation and it was reported that they had been actively involved and were keen to see this option work.

Stock was discussed and it was acknowledged that there was sometimes too much stock held at the depot, but with more mobile working being considered, there would need to be reliance on the depot.

The structure of the internal transformation project was not known, as the project was in an interim situation, until a decision had been made at Full Council.

Staff training was discussed. A skills audit would be carried out to develop a multi-skilled workforce. This was key to the success of the project, but would take time.

The Board suggested that customer feedback forms be given to tenants on the arrival of staff from the DLO to carry out work. This would encourage staff to carry out a good quality job.

Bonuses for staff were questioned, but it was felt that the jobs had been through the Job Evaluation process and staff were employed to do a good job.

The DLO needed to have more competitive rates, as it was often less expensive to employ someone else. It would be important that any private work the DLO did was profitable and that their main focus were Council tenants.

54. Housing Property Services Review Update

Considered report previously circulated, concerning the review of the Housing Property Services.

Following the independent review that was carried out by consultants, Turner and Townsend and advice from the Audit Commission, the Council decided to accept the recommended approach to provide better separation between the Housing Property Services function and the DLO workforce.

Housing Property Services managed the Council's housing stock of 6078 dwellings, as well as garages, meeting halls, shops, land and sewer works. The team also managed the repair, maintenance and improvement of 75 leasehold properties and the external repair and redecoration of 350 leasehold properties.

The funding for this work was from Improvement Works and the Government's Decent Homes' programme.

In addition, tasks performed by the team included Health and Safety issues, Asset Management database, Right to Buy and the sale of land. The current responsibilities were detailed. Additional functions would be required in the new service and these were submitted.

Historical budgets and staffing costs led to a closer working relationship between the Housing Property Services function and the DLO workforce. Whilst this derived some benefits, the consultants suggested that the Asset Management function should be managed within the client role. The Audit Commission expressed concern about the need to demonstrate clear value for money and improving performance.

The review had been run in parallel with the DLO review and emerging issues had been discussed with the Housing Manager (Property Services) and the Strategic Director. Proposals primarily focussed on a new staffing structure for the service, but other issues that needed to be addressed or

required further investigation. Operational and service delivery issues would be included in an Action Plan.

The proposals were as follows:

- The Housing Property Service was included in the Community Services Theme, which would allow it to work alongside the rest of the Housing Service and achieve separation from the DLO;
- Service Management – The Community Services Business Lead would assume responsibility for the support and office based staff in the current structure and the technical side of the structure would be managed by the Housing Manager (Property) and the Property Manager. Their roles would remain largely unchanged and would be subject to further review;
- The current structure included specific posts and roles. The new structure outlined a new surveying team which incorporated the Clerk of Works posts and a Senior Assistant Quantity Surveyor and four new posts of Building Surveyor;
- Void property inspections would be undertaken by the Property Services Team;
- Right to Buy would be the responsibility of the Rents Recovery and Voids Team;
- The Technical Administrative Assistant post would be renamed the Gas Safety Officer; and
- The Community Services Business Support Lead would assume responsibility for the support and office based staff in the current structure. The team would be increased to provide call centre cover and support for staff with the creation of a Housing Property Services Support Supervisor. A new post of Finance and Performance Officer would be created to monitor and process financial transactions for the team.

The proposals were intended to meet the objectives of the review and a list of benefits to tenants was reported.

The Board were keen to see how re-let times could be reduced, as void properties were a large cost to the Council. It was agreed that Mr Galpin would view some void properties, check the turn-around time and quality of work, and report back to the Board.

55. Guest Rooms in Sheltered Housing

Reference Minute No. 35/2010, considered report previously circulated, concerning the possible use of guest rooms at Sheltered Housing Schemes.

Supported Housing Services were responsible for the management of twelve rooms located in Sheltered Housing and Extra Care Housing Schemes at locations in Taunton Deane. This included booking the rooms, cleaning, ensuring health and safety standards were met and the distribution of keys.

Concerns about the standard of rooms had been raised by tenants about the lack of disabled access and en-suite facilities.

Tenants were consulted about the future use of the facilities. The outcomes were reported as follows:

Addresses / Options	Keep as guest rooms, residents to look after	Increase charges to cover cost of service	Use as a base for staff	Use for something else
Bulford	13	14	11	1
Churchill Way	12	6	4	7
Darby Wayx2	7	11	14	3
Heathfield Drive	10	6	12	1
Hope Corner Lane	10	11	1	
Moorland Place	7	3	6	1
Newton Road	6	6	8	3
Parmin Close	6	8	5	3
Robin Close	5	5	11	10
Taunfield Close	10	9	8	8

The view of the Sheltered Housing Forum was to agree with the proposals, but requested details of what the revised charges would be.

The income that had been generated by the Guest Rooms was submitted.

Charges were low and some of the Guest Rooms were used infrequently. It was suggested that advertising could increase their use, therefore lowering the costs to the Council.

The Board felt that the Guest Rooms needed to be considered on an individual basis, as it was clear that some were rarely used. This would be discussed with the Sheltered Housing Forum and brought back to the Board at a later date.

56. Update on Annual Report to Tenants and Tenant Services Authority

Reference Minute No. 46/2010, Martin Price advised Board members that the Annual Report had been completed and would be sent to the Tenant Services Authority and put on the Council's website on 15 October 2010.

Copies of the full report would be sent to members of the Board, Tenants' Forum and Councillors.

The Chairman thanked the Tenant Empowerment Team for their hard work to complete the Annual Report.

57. Update on Tenant Profile Questionnaire

The questionnaire had been posted to tenants and would help to inform service provision. The data would be input so that reports could be produced that would inform decision making.

(The meeting ended at 7.45pm)

Declaration of Interests

Tenant Services Management Board

Taunton Deane Borough Council Housing Tenants – Councillor Brooks,
Mrs Drage, Mr Edwards, Mr Etherington, Mr Galpin, Mrs Hegarty, Mr Hellier,
Mrs Marshall and Mr Watkin

Taunton Deane Borough Council

Internal Transformation of Deane DLO Services

Interim Improvement Plan – Consultation Draft

1. Introduction

This interim improvement plan has been published in draft form for consultation, following Full Council's decision (5 October 2010) to bring forward proposals for the internal transformation of Direct Labour Organisation (DLO) services.

The interim nature of the improvement plan derives from the likelihood of significant financial cuts facing the Council over the next four years (2011-2015), as a result of the Government's Comprehensive Spending Review. The improvement plan will be reviewed in mid 2011, when the restrictions on funding for this Council will be known, and decisions on priorities and future patterns of investment for all Council services have been made. During this interim period, the improvement plan assumes that services will continue to the current specification.

The priorities and content of this plan have emerged from dialogue and engagement with staff at the DLO over recent months. Engagement processes have included a staff suggestions scheme, regular meetings of the DLO Staff Forum and staff workshops. The Council's recognised trade union – UNISON – has also been involved at all stages of the process and is represented on the Project Team and Staff Forum. Elected members have provided direction for the project through a specially established steering group, comprising portfolio and shadow portfolio holders for DLO services. Input from tenants has been provided through the recently established Tenants Services Management Board.

The above dialogue and engagement will continue. Therefore, it is particularly important to recognise the plan as a 'living document' that is subject to further development and change. Monitoring by staff and elected members will track progress and inform further changes and improvements.

The management team at the DLO is committed to supporting and working with all DLO staff to deliver successful transformational change across all services.

Views are now invited on this plan. A short series of consultation questions are provided in section 4, to assist in this process. Individuals are asked to address these questions in their response, alongside any other views they wish to give.

2. Proposals for Improvement

DLO staff structure

An interim structure for Theme 3 (DLO) is currently in place and no changes to this structure are proposed at present, pending the outcome of a separate review of Housing Property Services. The Housing Property Services Review will come to the Executive for approval on 10 November 2010.

The Housing Property Services Review proposes a clearer separation between housing client and contract functions, following recommendations from the Audit Commission and the independent consultants commissioned to review options for the future of DLO services. Under the proposals, Housing Client responsibilities will move to Theme 4 (Community Services) and contract functions will remain in Theme 3 (DLO). Under the proposal, both client and contract functions will build upon the close working relationship that already exists.

Improvement Priorities

The plan is built around the following five priorities, informed by dialogue with staff and members over recent months:

- A lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients
- A thriving business, focused on commercial success
- Excellence in performance management (financial and service)
- Excellent customer service and quality
- A committed and empowered workforce

The priorities should be viewed as a whole, and successful transformation will depend on action across every priority. A service improvement plan is attached, containing a wide range of activities to support the delivery of the five priorities.

Outcomes

The priorities and associated action plan attached as Appendix A will be geared towards achievement of the following outcomes:

- Reduced running costs for the DLO (total and by service)
- Additional income from external sources (profit)
- Raised levels of customer satisfaction with DLO services
- Reduced CO2 emissions
- Greater levels of staff attendance
- Increased numbers of properties maintained per FTE.

Specific targets for each of the above outcomes, and timetables for their achievement, will be developed over the period to March 2011.

How the DLO works – proposed direction of travel

Achieving transformational change at the DLO will require fundamental challenge to current practices and the adoption of new ways of working across the entire workforce.

The list below captures the 'direction of travel' that is proposed to facilitate service transformation and improvement, and should be read in conjunction with the service improvement plan attached. Further work by DLO management to move along this path will be required, and some elements will need further consultation with staff and UNISON. At this stage views are sought on the overall direction proposed, as follows:

- Instead of the current six separate DLO functions, services will be brought together in order to streamline and simplify internal accountancy arrangements, improve transparency of DLO costs, reduce internal administration and bureaucracy and free up time to concentrate on delivering front-line services to customers.
- Under the above arrangement, two areas of Building Services and Open Spaces will be created. Building Services will comprise functions involved with housing repairs and maintenance and Open Spaces will comprise Parks, Nursery, Transport, Cleansing and Highways functions.
- Bring together support and administration staff who are currently located in different DLO functions into a single business support team. This would bring greater co-ordination and 'critical mass' to the delivery of services and transformation plans. A similar arrangement is now operating successfully in other themes. Details of staffing and functions within this intended new team will be developed and subject to further consultation.
- Closer working with all client functions to ensure a smarter and more efficient work flow from initial service request through to completion of works and record holding.
- Greater emphasis on area based and multi- disciplinary working, where staff will be equipped and empowered to deal with a wider variety of service requirements, improving the customers' experience as well as operational efficiency.
- Introduction of mobile phones and vehicle tracking technology to improve communications between management and workforce, enable better planning

and scheduling of works and reduce the need for journeys to and from Priory Depot. Smarter and more efficient use of the vehicle fleet will result in lower overall mileage, reduced spend on fuel, lower CO2 emissions and potential for reductions in overall fleet size and associated spend. Alongside the introduction of this technology, opportunities for staff to work from home rather than starting from the depot will be explored, and all staff will be encouraged to question the need for work related travel.

- The introduction of more rigorous project management of all works, where co-ordination between different trades is improved to yield greater efficiency and better outcomes.
- To continue fostering a working environment where staff at all levels are encouraged to question and challenge existing working practices and suggest ways of generating efficiencies and taking advantage of potential commercial opportunities.
- To strengthen processes for customer engagement and feedback, ensuring that all views received inform further service development and improvement.
- To encourage a culture of learning and continuous improvement, informed by best practice from other organisations in the public and private sector.

3. Conclusion

This plan sets out the proposed priorities and outcomes which will become the focus for all DLO services under an internal transformation model. Ways of working and an action plan to support these priorities and outcomes have also been set out, in this document and the attached draft service improvement plan respectively.

The interim management structure at the DLO is projected to deliver general fund revenue savings of £65,000 in 2011/12. In addition, the Medium Term Financial Plan projects that the DLO will make a contribution to the general fund of £73,000 in 2011/12. Additional net revenue savings arising from the attached service improvement plan are estimated to be in the range £25,000 to £50,000 in 2011/12. It is estimated that the interim service improvement plan will deliver overall efficiencies of approximately £1 million over the period 2011 - 2015. This figure will be revised as further improvement initiatives are implemented.

Specific targets for each of the outcomes listed in section 2 will be developed over the period to 31 March 2011.

Views on this interim improvement plan are now sought. All comments received will inform the further development of the plan, before a final version is put to Full Council for approval on 14 December 2010.

4. The Consultation Process

The formal consultation process on this draft plan runs from 25 October 2010 until 22 November 2010.

Views can be submitted in a number of ways:

In writing to Ann Forester – PA to Brendan Cleere (Strategic Director) at the Deane House, Belvedere Road, Taunton TA1 1HE.

Email: a.forester@tauntondeane.gov.uk

In person through attendance at DLO staff workshops or the DLO staff forum, which are taking place throughout the consultation period. Alternatively, you may wish to speak directly to your line manager or the DLO Project Director – Brendan Cleere (extension 2580)

Through UNISON. Representatives at the DLO are:

- Robin Bainbridge
- Kate Woollard
- Ric Symons
- Tony Woollard

All views on the draft plan will be collated and used to assist in the development of a final document, to be presented to Full Council on 14 December 2010.

Consultation questions:

Views on any aspect of this interim improvement plan would be welcome, but respondents are encouraged to give views on the following areas in particular:

1. The five proposed improvement priorities and associated outcomes
2. The proposed direction of travel and new ways of working
3. The proposed service improvement plan (attached)

Brendan Cleere
DLO Transformation Director
b.cleere@tauntondeane.gov.uk
(01823) 356350
Extension 2580



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
1	A Lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients							
A	Staffing changes (initial)	i	Parks Manager retires - Structure alterations allow for the saving of a grade G post and lease car		G	100%	Completed 13th September 2010 interim structure changes complete	01/06/2010 12/09/2010
		ii	Nursery Manager retires - Structure alterations allow for the saving of a grade G post		G	100%	Completed - Post holder retired 12 September 2010	01/06/2010 12/09/2010
		iii	Post removed from reception - Amalgamation of reception staff responsibilities		G	100%	Completed Receptionist retired August 2010	01/06/2010 31/08/2010
B	Operational changes	i	Remove boundaries between 6 DLO's. Produce new service and people structure allowing for area, and multi disciplined working.	Southwest One finance	G	10%	Baseline data sourced from COSY on DLO activity by parish. Meetings have taken place with DLO Managers to establish current arrangements	01/09/2010 31/03/2011
C	Service operating location	i	Establish separate project for DLO accommodation and location	Asset management team			TDBC leading accommodation project, including DLO depot options	01/04/2011 01/04/2012
		ii	Identify appropriate staff for home start working, implement this process with telemetry.	DLO Managers				01/12/2010 30/06/2011
D	Technology	i	Vehicle telemetry - Have in place a preferred supplier and commence phased introduction of tracking system to all DLO commercial fleet vehicles	Southwest One Procurement				01/11/2010 30/06/2011



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
	ii	Mobile phones - issue mobile phones to staff identified to compliment mobile working	Southwest One Procurement	G	10%	Initial discussions have taken place on issue of mobile 'phones	01/10/2010	31/03/2011
	iii	Carryout a cost benefit analysis of introducing a computerised workflow system. Automated job flow from initial service request to works completion	Southwest One Procurement				01/04/2011	31/03/2012
	iv	Review the use of Academy, Cosy, and Confirm software systems	Southwest One IT			Investigations into the use of Confirm have already begun	01/04/2011	31/03/2012
E	Stores (purchasing & supplies)	i	Review key stores process and propose potential alternative delivery models.	Southwest One purchasing and supplies (DLO)			01/01/2011	31/06/2011
		ii	Review benefit of external sales to schools	Southwest One purchasing and supplies (DLO)			01/12/2010	31/03/2011
F	Transport DLO	i	Review necessity for vehicle fleet numbers, consider use of pool vehicles	DLO Managers			01/01/2011	30/09/2011
		ii	Remove Transport DLO trading accounts and attached staff to alternative service for costing process	Southwest One finance			01/12/2010	31/03/2011
		iii	Review Transport service cost and overheads	Southwest One finance			01/01/2011	30/06/2011
G	Processes	i	Identify key processes that can be streamlined for increased efficiency	DLO Managers			01/01/2011	30/04/2012



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
		ii	Research and introduce best practice processes using links with partner organisations, both private and public best practice	External Support	G	5%	Private sector best practice obtained. Other LAs being contacted on most efficient ways of working	01/10/2010 30/04/2012
H	Transparency	i	Activity Based Costing for Authority based work - Identify costs associated with internal DLO activities, as part of the wider agreed TDBC budget strategy.	Southwest One Finance			01/01/2011	31/03/2011
2	A thriving business, focused on commercial success							
A	Sales and Marketing	i	Review current external business and profitability	DLO Managers			01/11/2010	31/06/2011
		ii	Produce sales and marketing plan for buildings service, including income generation estimates	External Support			31/12/2010	30/06/2011
		iii	Produce sales and marketing plan for open space service, including income generation estimates	External Support			31/12/2010	30/06/2011
		iv	Produce sales and marketing plan for nursery service, including income generation estimates	External Support			31/12/2010	30/06/2011
		v	Set DLO annual profit target from external business	External Support			01/01/2011	30/06/2011



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
3	Excellence in performance management (financial and service)							
A	Budgets	i	Separation of TDBC external trading accounts to replicate service structure	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/09/2010 31/03/2012
		ii	Establish mechanism for tracking and reporting financial benefits realised	Southwest One finance	G	50%	Broad framework already established with Financial Improvement Plan	01/09/2010 31/12/2010
		iii	TDBC Finance to highlight DLO year end outturn	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/04/2011 30/04/2011
		iv	TDBC Finance to calculate internal recharges each month	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/11/2010 31/03/2011
		v	TDBC Finance to recalculate hourly rates taking into account financial improvement plan items	Southwest One finance			Initial discussions have taken place with TDBC Finance	
		vi	Identify internal recharges allocated to the DLO that should sit directly with the general fund	DLO Managers / Southwest One finance				
B	Stakeholders	i	Review existing process of member involvement in delivery of improvement plan and business improvement	Project Director	G	50%	Members updated on DLO emerging priorities and actions	01/09/2010 30/06/2011
		ii	Engage with existing internal and external clients on possible areas for additional work	DLO Managers				01/03/2011 31/12/2011



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
C	Communication	i	Revise communications overview and plan, encompassing staff, members, stakeholders etc.	Project Director				01/11/2010	30/11/2010
		ii	Staff consultation survey - to review staff satisfaction on evolving delivery model. Link to PREDS	Southwest One HR				01/12/2010	31/06/2011
		iii	Stakeholder survey - to gain views of significant partners and internal clients on evolving delivery model					01/04/2011	01/06/2011
		iv	Customer consultation survey - identify satisfaction from external clients on service they receive					01/04/2011	01/06/2011
		v	Develop standard information packs / promotional materials for each service to be available in reception/face to face to educate customers on services provided					01/03/2011	31/05/2011
E	Performance management	i	Develop the use of existing corporate performance management framework including Key Performance Indicators linked to organisation objectives, appraisals and personal objective setting for staff.		G	15%	Draft list of KPIs produced	01/12/2010	28/02/2011
		ii	Regular review and reporting of performance (team and individuals) across all areas, inc productivity.					01/01/2011	31/03/2012
4	Excellent customer service and quality								



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
A	Quality	ii	Identify relevant accreditations that we wish to retain and strive to achieve (Investors in people, ISO ratings)					01/04/2011	31/12/2011
B	Standards	i	Review and revise customer service standards and expectations, including responses from surveys and commitments we make (service level agreements)					01/01/2011	31/03/2011
		ii	Publish performance against standards (revised Key Performance Indicators)	Performance and Client team				01/04/2011	31/03/2012
C	Customer contact	i	Review first point of customer contact arrangements	Southwest One contact centre				01/04/2011	31/07/2011
D	Complaints & customer feedback	i	Use complaints and feedback to inform future service delivery improvements					01/01/2011	31/12/2011
5	A committed and empowered workforce								
A	Vision & values	i	Develop vision statement with a clear purpose of the DLO, in consultation with staff					01/11/2010	31/12/2010
B	Training, development & team building	i	Conduct skills audit to identify existing ability to multi discipline						
		ii	Review and revise training and development plan					01/12/2010	03/06/2011



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
		iii	Carry out events to engage teams to support internal transformation					01/11/2010	31/06/11
		iv	Establish approach for recognising high performance and excellent customer service at individual and team level					01/11/2010	31/03/2011
		v	Provide programme and project management training to relevant staff					01/11/2010	30/06/2011
C	Performance management	i	Establish a mechanism to communicate performance	DLO Managers				01/01/2011	31/03/2012
		ii	Review and update project management framework if appropriate	Project Director				01/01/2011	31/03/2012
		iii	Introduce a performance notice board to publish and celebrate individual staff performance, utilise core brief to highlight team performance	DLO Managers				01/01/2011	31/03/2011



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

<i>Priority</i>		<i>Item</i>	<i>Actions required</i>	<i>Dependency</i>	<i>Traffic Light</i>	<i>Progress %</i>	<i>Current Status</i>	<i>Commencement (wk comm)</i>	<i>Target Completion Date (wk end)</i>
		iv	Reinforce performance management framework and key performance indicators	DLO Managers				01/01/2011	31/03/2012
D	Consultation	i	Continue staff consultation and engagement around new operating model	DLO Managers	G	25%	Initial staff communication of changes to structure	01/09/2010	14/12/2010

A Brief Introduction to Housing Revenue Account Budget Setting

This report gives an outline HRA budget setting process for the Tenant Services Management Board on 15 November 2010

Summary

Budget setting for the Housing Revenue Account (HRA) is part of the annual financial management cycle within Taunton Deane Borough Council.

This cycle consists of budget setting, budget monitoring and final outturn all of which are of significant importance to ensure that local authorities with council –owned properties account for their spending and income including the spend on capital projects.

Introduction

The HRA only relates to those Local Authorities with council-owned properties and the budget is set specifically for income and expenditure incurred to those properties and is kept completely separate from the other funds (General Fund) within the council, this is known as a ring fenced account.

Budget Setting is one of the processes and requirements necessary to satisfy government regulations. It is carried out on an annual basis in conjunction with the Medium Term Financial Plan (MTFP) which is forecast for the next three years.

In order to meet the government deadlines for the budget to be signed off by Councillors in February a tight timetable needs to be followed.

This begins in earnest in September when the timetable is forwarded to members of Core Management Team (CMT), the senior management team of TDBC. The dates for this year are as follows:-

Date	Who	Item/Comments
28 September 2010	CMT/Managers	<p>Submitting budget setting information to finance: Reviewing previous year's budget and making updates and put forward proposals of any savings options or deferred spending in broad terms in order to update MTFP. Capital bids – propose further funding for existing projects or additional funding for new projects, e.g. to reach decent homes or installation of a new computer system.</p>
30 September	Finance	MTFP and Budget Setting Update Report to CMT
04 October	CMT	All proposals considered and agree any follow up actions as necessary
04 October	Finance	<p>Detailed Budget Setting Guidance and Budget Worksheets are issued to budget holders and one to one meetings are arranged with Housing Accountant.</p>
08 October	CMT/Managers	<p>Fees and Charges proposals are submitted although this does not apply to the rent as this can not be set until the formula has been received. This is not sent out by the government department, the Communities and Local Government (CLG) until November in a document known as the Draft Housing Revenue Subsidy Determination, which does not become final until January. Update to MTFP/Budgets are made re meeting of CMT 04/10/10.</p>
13 October	CMT	Executive receive briefing on MTFP and Budget
02 November	Finance	Draft MTFP and Provisional Budget Proposals Report to Corporate Scrutiny
15 November	Finance	Meet with Tenant Services Management Board (TSMB) to discuss the budget setting process and make proposals as to the part the board can play in the future.
18 November	Corporate Scrutiny	Consider the Budget Proposals, Savings Delivery Plans including fees and charges proposals.
02 December	Executive	Consider MTFP and Budget Update

December - February	Finance and Managers	Continued re appraisal of budgets to incorporate changes and setting rent
27 January	Finance	Corporate Scrutiny
16 February	Finance	Executive
22 February 2011	Finance	Full Council Approval of budgets

This is the current situation but it is recommended that in the future the TSMB will have more involvement with various budget headings and be part of the fees and charges proposals. Which budgets have yet to be determined but will be discussed as part of this board meeting.